Servant-Leadership Across Histories

FONS TROMPENAARS
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Core Proposition

“Servant leaders have the propensity and competence to help organizations and its teams reconcile dilemmas for better sustainable business performance”

Some hard evidence

Our research reveals that propensity to reconcile dilemmas correlates with bottom line business performance

| Correlation (Spearman’s coefficient of rank correlation) |  
| --- | --- |
| Correlation between reconciliation and 360° feedback by peers and subordinates | 0.71 |
| Correlation between reconciliation and bottom line business performance in profit contributng streams | 0.59 |

Source: 21 Leaders for the 21st Century p.258

Some soft evidence

Corporate Effectiveness & Efficiency

- 1. To develop our people
- 2. Employee Development & Learning
- 3. Operational Agility versus strategic agility
- 4. Global or standardized products versus local sales, particular markets
- 5. ipod vs. Android
- 6. Reputation in your business versus our customers’ views
- 7. Shareholder Balance & Financial Performance
- 8. Learning intellectual capital versus innovation projects
- 9. Keep short term staff versus build to long term sustainability
- 10. Financial

Satisfaction of the Client

- 1. Customer is always “right” versus customers needs
- 2. To develop our people
- 3. Employee Development & Learning
- 4. Operational Agility versus strategic agility
- 5. Global or standardized products versus local sales, particular markets
- 6. ipod vs. Android
- 7. Reputation in your business versus our customers’ views
- 9. Learning intellectual capital versus innovation projects
- 10. Keep short term staff versus build to long term sustainability
- 11. Financial
205/ Achievement versus Ascription

What You Do

Who You Are

Status?

ST ATUS?

05/ Achievement versus Ascription

Attributed status by seniority or role

Performance Data

Lost democratic leadership

(1,10)

Servant Leader

Follow the Leader

(10,1)

05/ Achievement versus Ascription

Servant of Leader?

Servant Leader

Separate and unequal

Advocates Of Black Power

Black exercise of rights to be equal

(10,1)

Integration of black and white in shared brotherhood and the integration of value opposites

White exercise of right to subordinate a black minority

(1,10)

05/ Achievement versus Ascription

EXPERIMENTS WITH TRUTH AND LOVE

"You must become the change you want to see in the world."

"In the face of an enemy, the world is blind."

"If you wear the chain I defined, I will accept the pain."

Upholding the hearers' humanity and position love.